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MINUTES

OF THE

CIA CAREER SERVICE BOARD

18th Meeting, Monday, 21 December 1953, at 10:30 A.M.
Room 120, Administration Building

Present: Messrs. Lyman B. Kirkpatrick, Inspector General, Chairman
Robert Amory, Jr., DD/I, Member
Matthew Baird, Director of Training, Member
25X1A9a [REDACTED] Chief of Operations, Alternate for
DD/P, Member
Lawrence R. Houston, Acting DD/A, Member
25X1A9a [REDACTED] SA/PP, Alternate for the Deputy
Chief, PP, Member
George E. Meloon, Personnel Director, Alternate
for the AD/Personnel, Member
Huntington Sheldon, AD/CI, Member
Edwin M. Ashcraft, OO
25X1A9a [REDACTED] OSI
Otto E. Guthe, AD/RR
25X1A9a [REDACTED], O/TR
[REDACTED] O/TR
25X1A9a [REDACTED] Executive Secretary

1. It was announced that the minutes of the 17th meeting would be ready for approval by the Board at the next meeting.

2. Prior to consideration of selection of candidates for the Advanced Management Program, Graduate School of Business Administration, Harvard University, which was the principle item on the agenda, the Chairman requested Mr. Houston, who had been the nominee of CIA at a previous session of the Program at Harvard, to describe its purpose and the benefits that might accrue to CIA as a result of attendance by future candidates. In brief, Mr. Houston pointed out that this course was designed for executives and potential executives. It was not a business course. It was not designed to increase the specific skills of those who attended in the fields of personnel, finance, supply or other "administrative" disciplines. The course was designed primarily for those persons who had achieved success and prominence in their organizations through practical experience and who would benefit by having the opportunity to discuss the more intangible aspects of management and executive action. For example, the Heads of the Offices in the DD/P and DD/I areas might benefit more than those in the DD/A area who could be presumed to have had training in administrative techniques.

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The course is conducted without assignments and without examinations. The students are not graded. It is primarily a series of discussions and seminars with fellow students and with the advisors and faculty. It is not unusual for a question to be posed to which there is no answer. Participation in the course is not restrictive from a security point of view. In essence, the course is an exercise in the philosophy of executive action.

3. The Director of Training pointed out that there was no quota of slots. Acceptance of candidates was not guaranteed by Harvard and while in the past only one candidate had been accepted that should not be construed as binding on CIA or Harvard. Therefore, CIA does not necessarily have to limit itself to nominating one candidate only.

4. Mr. Guthe for ORR, Mr. [REDACTED] for OFI and Mr. Ashcraft for OO, presented the candidates which their Offices were supporting and answered questions by the members of the Board concerning them. After their withdrawal, the Board discussed the cases further and agreed to recommend to the Director that he approve the nomination of Messrs. [REDACTED] ORR, [REDACTED] OFI, in that sequence. The Director of Training was requested to make all necessary arrangements upon receipt of the Director's approval.

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5. Under the heading of new business, the Chairman informed the Board that the Director wished its views as to whether promotions in the super-grade positions should be temporary or permanent. After considerable discussion of all aspects of the problem, the Board requested the Chairman to transmit its views to the Director that the nature of a super-grade position with respect to permanency should be no different than that of a position in grade GS-15 and below.

6. The meeting adjourned at 11:50 A.M.

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Executive Secretary

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7. The request from OSI for a Career Development Slot for Mr. [REDACTED], was discussed and approved. Mr. Sheldon requested that Mr. [REDACTED] be withdrawn from a Career Development Slot inasmuch as OSI had been unable to utilize Mr. [REDACTED] former slot. Mr. Baird brought up the matter of promotions for individuals who are currently on Career Development Slots saying that he was in no way qualified to pass on such promotions. The Board concurred in the policy that it was the originating office which should be responsible for such promotions.

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8. The Board discussed the OTR Monthly Report which had been distributed on a Supplemental Agenda and decided that the Report should be tried on a three month basis with another discussion of the matter at the end of that time.

9. Under the heading of new business the Chairman welcomed Mr. Harrison Reynolds as a new member of the Board. The Board discussed briefly a new meeting time and decided that it would continue to meet at 4:00 P.M. on thursdays. The Chairman passed out a memorandum directed to the DCI, subject, "Career Service Program", dated 26 January 1954, saying that he hoped at a future meeting some time might be spent discussing it preparatory to launching the Career Service Program. In conclusion the Executive Secretary reported briefly on the Insurance Task Force saying that it was hoped that the final report would be ready in one month.

10. The meeting adjourned at 5:05 P.M.

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Executive Secretary

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